Digital
Transformation Plan

NORTHERN
TERRITORY
GOVERNMENT

The Northern Territory Government acknowledges and pays respect to the past, present and future Traditional Custodians and Elders of the Territory, and recognise the ongoing connection of Aboriginal and Torres Strait Islander people to their lands, waters and communities. We are committed to a positive future for the Territory's Aboriginal peoples and communities.

Foreword

Digital transformation is the adoption of digital technology to:

improve or reform services

replace manual processes

introduce modern digital services

Delivering an effective digital service requires more than an uplift to an 'online app'. It requires an understanding of our customers expectations. We must commit to shape and improve our digital solutions as we learn more.

The Northern Territory Government (NT Government) has been on a digital transformation journey for some time. This plan charts a clear path of modernisation and improvement.

Digital transformation has multiple benefits for:

? NT businesses - streamlined access to government services and reducing costs.

? Territorians - more convenient to access government services

Digital transformation is a philosophical mind shift towards a customer-centric world.

The NT Government Digital Transformation Plan (the plan) focuses on the technology needs of the NT Government over the next 5 years. It outlines how we will engage our staff and deliver services to Territorians. It is a key step in creating ongoing process improvement and investment in change.

CONTENTS

Purpose

Digital transformation is a modern response to the challenges and expectations of the Territory's people.

Digital transformation is well recognised for having benefits to:

✓ **Territorians** by making government services more convenient

✓ **Government** by making service delivery more efficient.[1]

The plan focuses on how technology can improve the quality and efficiency of NT Government services. The plan will:

transform government service delivery to be more accessible and usable	**prioritise investment in digital solutions that are sustainable, efficient and increase service quality**	**identify how we engage with our staff and grow their digital and related skills**	**streamline how we build and invest in digital services to improve customer experiences**	**optimise operational costs of government service delivery**

The NT Government is seeking the following outcomes:

For customers	For staff	For government
Easy-to-use	Learn	Secure
Convenient	Develop	Solve
Know me	Robust	Trusted
Quick	Provide insights	Adaptive
Protect	Effective	Reliable
Customer-centred		

1. Deloitte Access Economics, Digital Government Transformation, 2015. https://www2.deloitte.com/content/dam/Deloitte/au/Documents/Economics/deloitte-au-economics-digital-government-transformation-230715.pdf

Digital trends

The Northern Territory is on a journey of digital transformation with emerging new directions, challenges and opportunities.

This journey is aligned to transformation underway in other parts of Australia and the world.

Digital opportunities are growing

14% ICT exports grew by 14% in 2019-20 across Australia.

56% of Australians prefer to access government information via digital channels.

75% of Insurance customers in Australia are willing to switch to a competitor if seamless digital channels are not available.

4% Increase in digital workers of 3.8% in the NT and 4.3% across Australia.

10% growth in annual ICT graduates nationally and in the NT.

87% of Australians surveyed by Deloitte require 1 or more ICT skills.

Digital services have become normal

COVID-19 has accelerated transformation

2X Australians 2 times as likely to work from home in 2021 compared with 2020.

10% Australia is exceeding telehealth adoption compared to global average by 10%.

NT Government increased online meetings by 53% in 2021, and other collaboration tools by 72%.

75% of citizen delays to accessing government services relate to long hold times on the phone.

9/10 Australians seek government information regularly.

27% only 27% of Australians seek government sources first for government information.

Modern challenges require digital solutions

Context

Creating a Digital Transformation Plan was recommended in 'A plan for budget repair'.

The plan aligns with the Digital Territory Strategy (DTS), providing a bridge to set out how government will work to achieve the strategy vision:

"Enabling Territorians to make the most of digital technology to build connections, reach their potential and succeed in a thriving digital economy."

The NT Government delivers digital solutions aligned to the Digital Services Policy, published in 2018.

As explored later in this plan, the policy includes a suite of Digital Service Principles:

- People Centered
- OneNTG
- Tell NTG once
- and Accessible.

The NT digital environment is on the cusp of a new development stage. NT Government is stimulating this through a number of developments including the:

- Business Innovation Strategy
- Terabit Territory connectivity project
- and more.

National Context

The Northern Territory is working with other jurisdictions to address:

✅ **DIGITAL INCLUSION**

increased ability for Territorians to interact online by improving connectivity accessibility and aligning with the 'Closing the Gap' priorities.

✅ **DIGITAL IDENTITY**

simple and safe way for Territorians to access government services.

✅ **DATA SHARING**

securely, safely, lawfully and ethically sharing data held by governments to maximise value across Australia.

✅ **DIGITAL SERVICES**

simplifying and improving government services with a customer-centric focus.

Transformation priorities

The NT Government has identified five priorities to propel us into the next stage of our digital journey.

1 Online service portal

2 Digital identity solution

3 Data management and analysis

4 Digital foundation programs

5 Digital staff confidence

Transformation model

The plan is focussed on delivering 5 transformation priorities.

Each priority:

- aspires to achieve **benefits** for government, our customers and our stakeholders
- addresses **challenges** from digital transformation

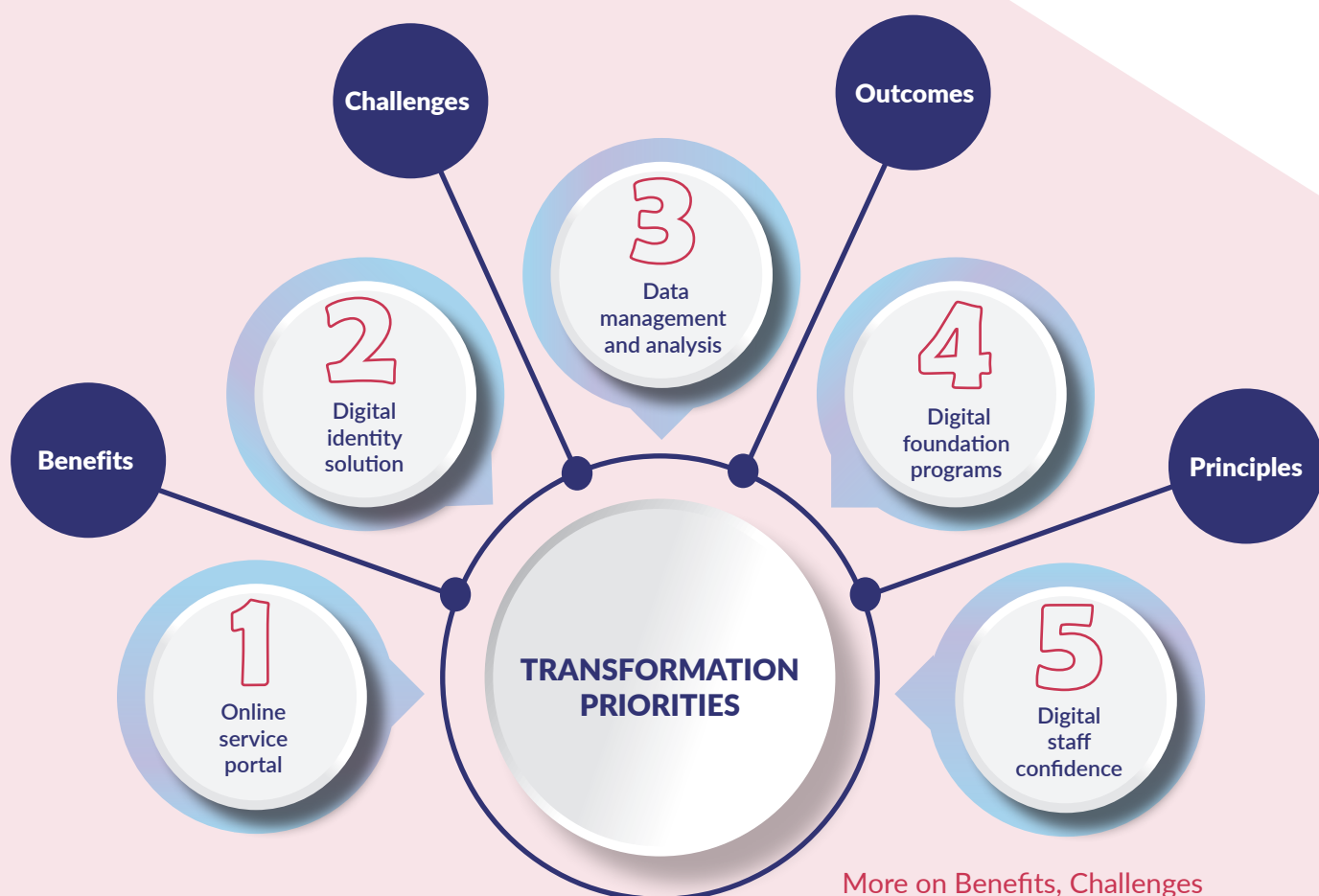The priorities are underpinned by the NT Government digital service delivery **principles**.

Specific **outcomes** have been identified for Territorians and the Territory for each priority.

Progressing

By progressing the 5 transformation priorities in a cohesive and consistent approach, the plan will deliver significant improvements to government service delivery for Territorians.

Each priority delivers enhancements or improvements to the digital environment of the NT Government.

By coordinating the delivery and reporting of the priorities under the plan, the benefits and outcomes are closer aligned and have a multiplier effect. It also ensures the priorities remain aligned to customer outcomes and needs.

Challenges

Outcomes

Benefits

Principles

3 — Data management and analysis

2 — Digital identity solution

4 — Digital foundation programs

1 — Online service portal

5 — Digital staff confidence

TRANSFORMATION PRIORITIES

More on Benefits, Challenges and Principles on pages 17-18

1

Transformation priority

Online service portal

Deliver a customer facing online service portal, broadening the Can-Do Territory project. The portal will provide a single digital entry point to access government services by customers and businesses.

This portal will be simple and easy-to-use and will assist customers to find the service they are looking for. The digital portal will provide access to simple forms, renewals and more involved online applications.

The NT Government will develop the portal as a whole-of-government collaboration involving customers, agencies and with expertise from the local digital industry. The online service portal will be a scalable and reusable digital service channel for all agencies.

This will be delivered by:

1. Enhancing and expanding the Can-Do Territory portal to include citizen-centric transactions.

2. Growing the Can-Do Territory portal further to include all key government services delivered online.

3. Seeking feedback from customers and agencies as the Can-Do Territory portal grows to meet customer expectations.

BENEFITS

- ✔ Improves service quality
- ✔ Meets customer expectations
- ✔ Increases service engagement
- ✔ Reduces costs

CHALLENGES

- Process frustration
- Improve collaboration
- Prioritise regulatory reform

OUTCOMES

- 👍 Easy-to-use
- 🛡 Reliable
- ☑ Convenient
- ⏩ Quick

2 Transformation priority

Digital identity solution

Deliver a central digital identity and authentication process for Territory citizens and businesses to access all NT Government digital services.

The identity solution will make it faster for customers to access their records, reduce duplication by pre-populating online forms and will secure important identity information.

The service will meet Australian Government standards and frameworks.

The service will be established on a centralised and secure citizen identity platform.

This will be delivered by:

1. Reviewing digital identity solutions, and identifying requirements for a service suitable for the Northern Territory.

2. Piloting integration of the identity solution with a range of stakeholder groups in the enhanced Can-Do Territory portal.

3. Implementing the identity solution based on lessons from the pilot, integrated with the Can-Do Territory portal and other digital solutions.

BENEFITS

- ✔ Advances accessibility
- ✔ Meets customer expectations
- ✔ Reduces costs
- ✔ Elevates customer needs
- ✔ Enhances data analysis

CHALLENGES

- Process frustration
- Digital literacy and inclusion

OUTCOMES

- ✔ Trusted
- 🔒 Secure
- 🔍 Know me
- 🔗 Robust

For more information visit digitalterritory.nt.gov.au

3 Transformation priority

Data management and analysis

Harness modern data analytics design and implement a strategic data management architecture and platform, improving how the NT Government captures, stores, shares and analyses NT Government datasets. The NT Government will also define and deploy a 'Master Data Management' toolset for key NT Government data.

By safely storing and sharing government data assets, the NT Government can deliver services in a more proactive manner and tackle government service challenges.

This will harness the power of NT Goverment's data assets.

This will be delivered by:

1. Designing the OneNTG Data Platform architecture in phases, starting with child protection.

2. Enhancing NT Government data sharing across agencies and with other sectors.

3. Contributing to national data sharing work programs to ensure the Northern Territory's unique requirements are considered.

4. Researching and engage Territorians towards developing an NT Government AI Framework to identify opportunities and key considerations.

BENEFITS

✔ Enhances data analysis

✔ Elevates customer needs

✔ Reduces costs

CHALLENGES

• Changing technology

• Improve collaboration

• Digital literacy and inclusion

OUTCOMES

🛡 **Protect**

👁 **Provide insights**

💡 **Solve**

4 Transformation priority

Digital foundation programs

Maintain modern digital architecture and platforms that enable effective digital solutions and deliver modern government services.

By ensuring NT Government platforms remain modern and agile:

- digital infrastructure management remains sustainable and will continue to meet NT Government's requirements.

- government can develop agile initiatives that enhance existing and expand NT Government services.

- digital services can be adapted in response to feedback from customers and research, emerging technology.

This will be delivered by:

1. Delivering a whole of government digital forms platform. This will digitally manage simple government transactions.

2. Piloting a platform to automate manual processes and disparate system interfaces.

3. Reviewing government application platforms. Ensuring risks relating to support, technology or skills continue to be addressed.

4. Assessing the requirements for a consolidated customer information store for NT Government services.

BENEFITS

- ✔ Reduces costs
- ✔ Improves service quality
- ✔ Increases service engagement
- ✔ Advances accessibility

OUTCOMES

- 👍 Easy-to-use
- Adaptive
- 🔒 Secure

CHALLENGES

- Process frustration
- Improve collaboration
- Changing technology

For more information visit digitalterritory.nt.gov.au

5 Transformation priority

Digital staff confidence

Develop digital capabilities and skills across the NT public sector to increase staff confidence with digital services.

- Digital skills are recognised as a critical capability for 21st century jobs.

- Providing opportunities for staff to increase their digital skills and qualifications staff can confidently access a range of digital solutions and provide improved services to customers.

The NT Government will increase our focus on customer experience and improving the accessibility of digital services. This will increase the support for customers and staff that have different needs when accessing digital services.

This will be delivered by:

1. Delivering learning programs for staff across government, aligned with the NT Government Workforce Strategy:

   - digital fundamental skills
   - cyber security and safety
   - data analytics.

2. Implementing customer experience and human-centred design training and awareness for NT Government staff.

3. Publishing learning tools and programs integrated with the digital solution they relate to, so staff learn how to use digital solutions quickly.

4. Increasing focus on accessibility of our digital services to ensure all customers and staff can access government services online.

BENEFITS

✓ Increases service engagement

✓ Enhances data analysis

CHALLENGES

- Changing technology
- Managing change
- Digital literacy and inclusion

OUTCOMES

Effective

Learn

Develop

Customer-centred

Developing the plan

The plan has been developed through considerable research and planning, including:

✓ review of the NT Government's **digital journey**

✓ Analysis of digital **transformation journeys across Australia** and New Zealand

✓ **Engagement with our stakeholders and staff** to canvas their ideas regarding challenges, opportunities and priorities.

NT Government undertook a re-examination of our digital service delivery principles in parallel with the development of the plan.

Our digital journey

NT Government solutions developed over time that support government, business and customer needs. Customer-focused solution development has remained a priority throughout our journey.

Transformation journeys across Australia

Digital transformation priorities published by jurisdictions across Australia and New Zealand focus on customer-centric, inclusive and easy-to-use digital services.
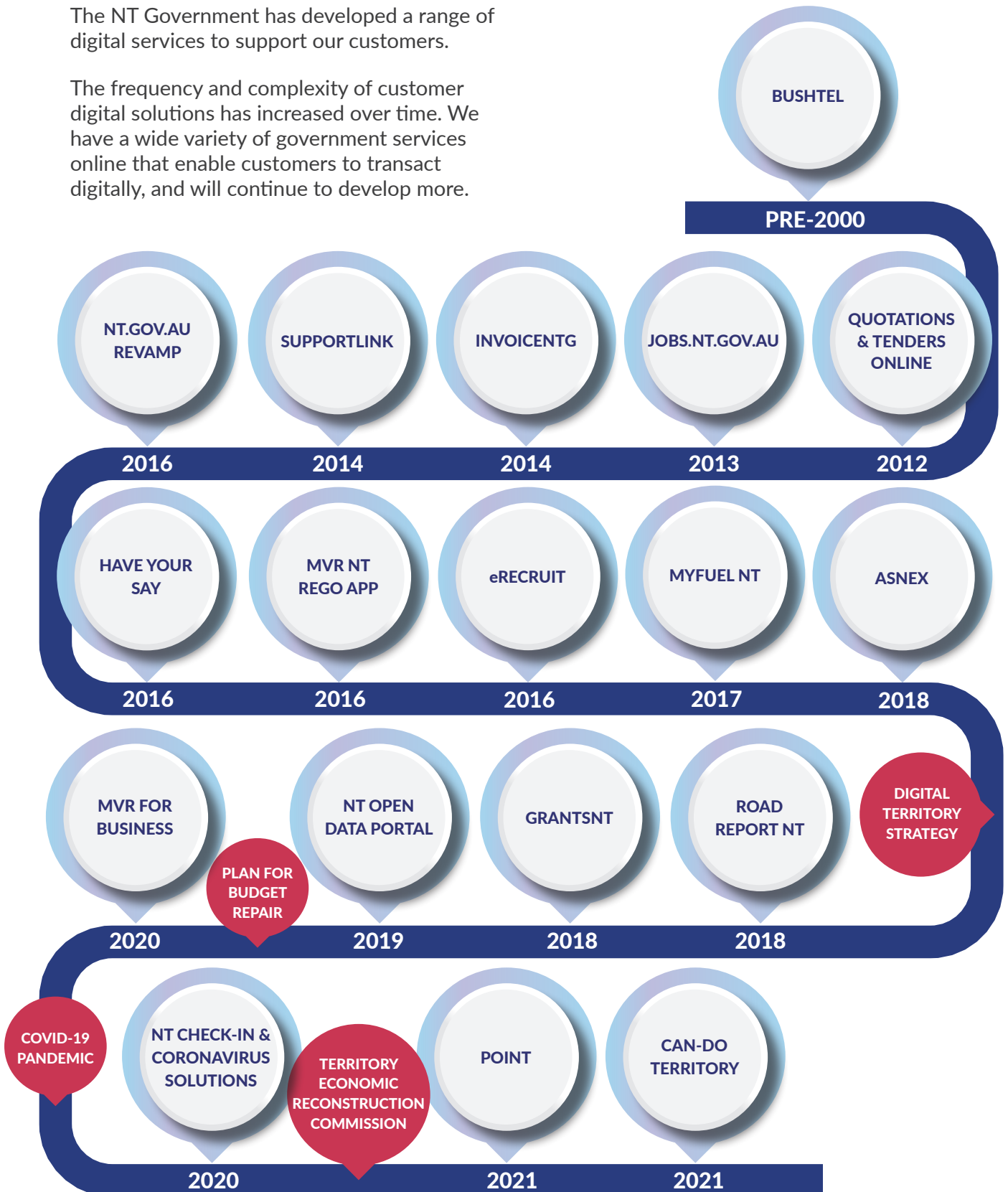
Engagements with our stakeholders and staff

Feedback has informed NT Government's planning work We spoke to local industry representatives, local non-government organisations, our customers and our staff. It has helped shape the analysis we've undertaken, and how we are proceeding forward.

Digital journey

The NT Government has developed a range of digital services to support our customers.

The frequency and complexity of customer digital solutions has increased over time. We have a wide variety of government services online that enable customers to transact digitally, and will continue to develop more.

BUSHTEL

PRE-2000

NT.GOV.AU REVAMP	SUPPORTLINK	INVOICENTG	JOBS.NT.GOV.AU	QUOTATIONS & TENDERS ONLINE
2016	**2014**	**2014**	**2013**	**2012**

HAVE YOUR SAY	MVR NT REGO APP	eRECRUIT	MYFUEL NT	ASNEX
2016	**2016**	**2016**	**2017**	**2018**

MVR FOR BUSINESS	NT OPEN DATA PORTAL	GRANTSNT	ROAD REPORT NT	DIGITAL TERRITORY STRATEGY
2020	**2019**	**2018**	**2018**	

PLAN FOR BUDGET REPAIR

COVID-19 PANDEMIC	NT CHECK-IN & CORONAVIRUS SOLUTIONS	TERRITORY ECONOMIC RECONSTRUCTION COMMISSION	POINT	CAN-DO TERRITORY
	2020		**2021**	**2021**

Consultation

We heard the following ideas from stakeholder consultation and customer feedback about existing service channels. It has driven all aspects of the plan.

Every voice contributed to developing the plan. There were common ideas and goals, and there were individual voices with new, viable ideas.

The voice of the customer has enhanced the plan and will help us when taking our next steps.

More stakeholder and customer feedback is available on the digitalterritory.nt.gov.au website.

- Good digital services, such as GrantsNT, make us want to use digital channels.

- Digitised government services, like the Can-Do portal can save me time and effort.

- Lots of people in the NT have access to mobile phones and like accessing government services on their smartphone.

- When I need to talk to someone from the NT Government, it shouldn't matter which department they are from.

- Services are not always easy to find. It's easier to find what I'm looking for on Google sometimes.

- I often repeat steps multiple times, simple things should only have to be done once.

- Not everyone wants a digital service, some people still want to walk into an office or talk to a real person.

- Some organisations have used digital services to replace talking to people. We don't want the NT Government to follow that model.

Benefits and challenges

Each of the priorities relate to one or more benefits or challenges. These have been developed from our research and review of our digital journey.

Our stakeholders provided views and insights to development of these parts of the plan.

LEGEND

NT Government customer impact

NT Government impact

BENEFITS & OPPORTUNITIES

Reduces costs	Reduces costs for NT business to engage the NTG and improves operational government expenditure over time.	
Meets customer expectations	Meets the increased expectations of Territorians to access digital government.	
Advances accessibility	Access to government services is easier for customers.	
Elevates customer needs	Better knowledge about our customers and their needs.	
Increases service engagement	Increased engagement led by customers as services have improved.	
Improves service quality	Reduce waiting times and improve service quality by enabling customer-self-service.	
Enhances data analysis	Better and faster data analysis by sharing and storing it securely.	

CHALLENGES & LESSONS

Changing technology	Maintain capacity and capability to keep pace with rapidly changing and growing technology.	
Managing change	Ensure appropriate skills and change management resources across the NT Government.	
Digital literacy & inclusion	Limited digital literacy and accessibility can reduce engagement with government digital services.	
Process frustration	Change NT Government forms and processes to prevent customers repeating simple actions causing frustration.	
Improve collaboration	Improve collaboration and service delivery across traditional boundaries.	
Prioritise regulatory reform	Prioritise process and regulatory reforms prior to or as part of digistation.	

Digital service principles

The principles in our plan are from the NT Government Digital Services Policy. Originally published 2018, the NT Government developed these principles to ensure government delivers smart, secure and accessible people-centred digital services.

In consultation with NT Government customers, stakeholders and staff, these principles were re-examined and tested. They remain relevant and useful to the priorities in our plan.

Principle	Description
People-centred	Digital services designed and managed to meet the customer's needs. They will be responsive, simple to use, intuitive and clear.
OneNTG	Services are delivered from NT Government channels with consistent appearance providing a seamless interaction.
Tell NTG once	Services will exchange and share information where appropriate and authorised by the customer, reusing provided information to streamline the customer's interaction with government.
Accessible	Digital services will be accessible and functionally useable to all people regardless of the device they are using, their ability, speed of connectivity or environment.
Adaptable	Digital services are flexible in design and delivery, responsive to people's changing needs and usage patterns and can continue operating on evolving technology. Customer's preferences will influence how people interact with the service.
Secure	Services have cyber security and privacy controls inbuilt to protect the customer's information and the NT Government's digital environment.
Digital focus	NT Government will encourage people to use digital services and gain benefits from digital interactions with government, providing access to NT Government services how, where and when customers require.

Outcomes

The five priorities of the plan will be progressed in parallel over the next 5 years.

By delivering these commitments, the NT Government aims to achieve the outcomes identified in the plan for our customers and our staff. We are also targeting:

improved accessibility and usability of our services

increased quality of our service delivery

engaged staff and grown their digital and related skills

reduced operational costs of our services.

Future government transactions will be available on the phone, in-person or online. Forms and other services will be easy to find, easy to use and quick to get help when needed.
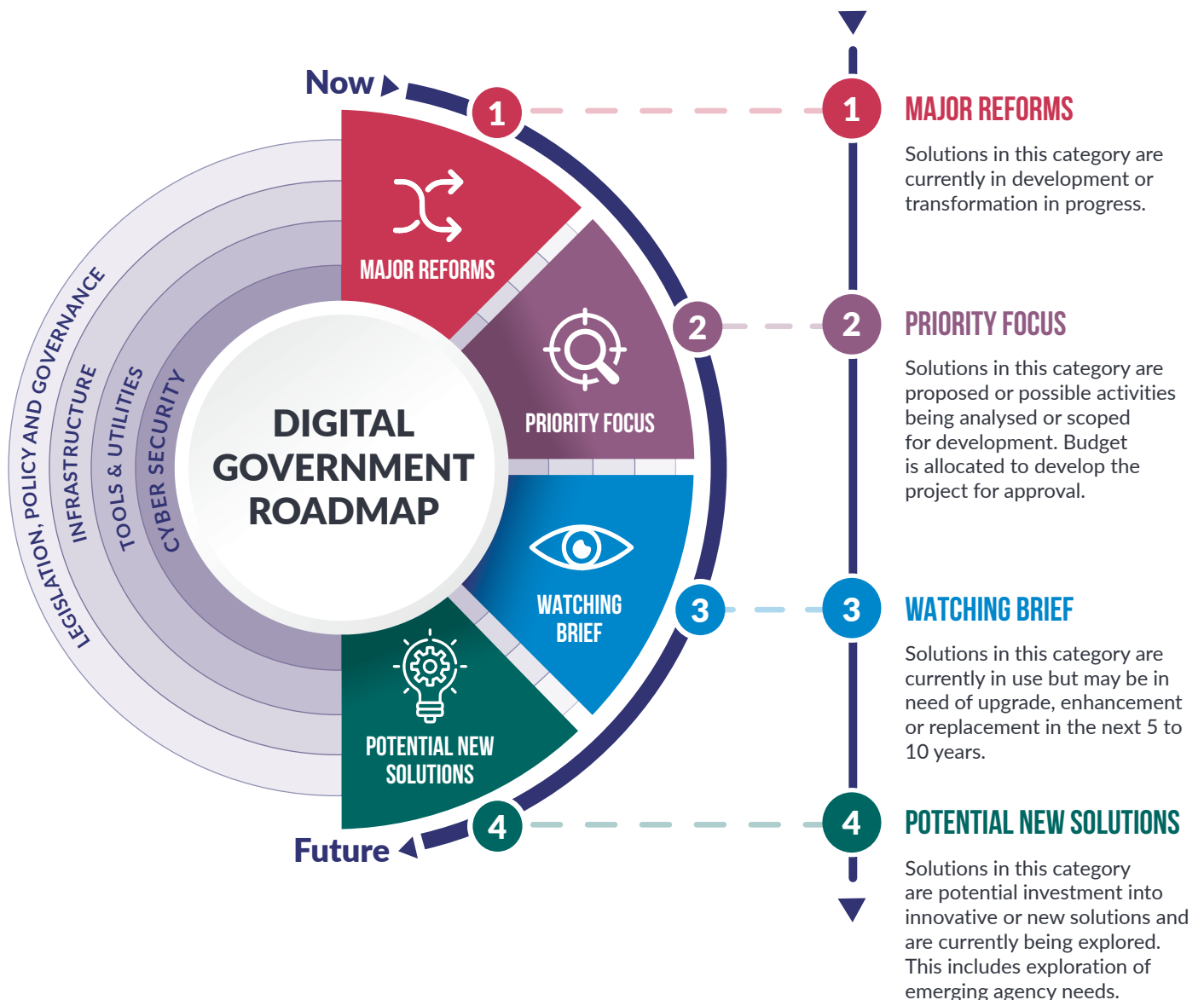
Delivering the plan

To support the plan, the NT Government is developing a Digital Government Roadmap. The Roadmap outlines priority projects that will drive digital transformation for government. The Roadmap informs agencies and decision-makers about the priorities, directions and analysis underway.

The Roadmap will identify the priority projects and actions that deliver the plan and the Digital Territory Strategy.

The Digital Government Roadmap is available on the website digitalterritory.nt.gov.au/roadmap.

Now

Future

LEGISLATION, POLICY AND GOVERNANCE

INFRASTRUCTURE

TOOLS & UTILITIES

CYBER SECURITY

DIGITAL GOVERNMENT ROADMAP

1 **MAJOR REFORMS**

2 **PRIORITY FOCUS**

3 **WATCHING BRIEF**

4 **POTENTIAL NEW SOLUTIONS**

1 **MAJOR REFORMS**

Solutions in this category are currently in development or transformation in progress.

2 **PRIORITY FOCUS**

Solutions in this category are proposed or possible activities being analysed or scoped for development. Budget is allocated to develop the project for approval.

3 **WATCHING BRIEF**

Solutions in this category are currently in use but may be in need of upgrade, enhancement or replacement in the next 5 to 10 years.

4 **POTENTIAL NEW SOLUTIONS**

Solutions in this category are potential investment into innovative or new solutions and are currently being explored. This includes exploration of emerging agency needs.

Governance

The priorities in our plan will be delivered within the NT Government ICT Governance Framework.

These initiatives impact and benefit all NT Government agencies. A majority of the priorities will be led by the Department of Corporate and Digital Development (DCDD).

DCDD will utilise cross-government governance groups to deliver and report on the plan. Annual updates will be published as part of the Digital Territory Action Plan.

Activities in the plan are aligned to:

- Digital Territory Strategy
- NT Government ICT Governance Framework
- NT Government Digital Policy

More information

The plan was researched, drafted and consulted broadly over 2020 - 2021.

An abundance of information, data and feedback was collected as part of the planning which provided a wide range of ideas, feedback and possible actions.

To preserve this valuable research collection, it is published at digitalterritory.nt.gov.au/transformation alongside the plan.

PLAN
this document

BACKGROUND INFORMATION
Analysis is available online

RESEARCH & RAW DATA
Information sources and consultation available online